

COMMANDER'S MESSAGE

This Strategic Plan presents overarching guidance and goals that will provide value for our customers. I enjoy every member of the Corporation to understand and support this Strategic Plan and make it part of his or her "day job." Although our customers encompass more than just the Fleet, Sailors and Marines must always be at the heart of our efforts. Thus, our Strategic Plan must be focused to provide value for the warfighter in the Fleet.

Our Strategic Plan provides a framework to meet four broad objectives:

- **To achieve our vision for the future**
- **To improve mission performance**
- **To tell our story to our customers, stakeholders, and partners**
- **To motivate and educate the SPAWAR workforce**

Our Strategic Plan is aligned with the Top Five priorities of the Chief of Naval Operations. Namely, we aim to:

- **Win the war for manpower**
- **Improve current readiness**
- **Prepare for future readiness**
- **Enhance our Quality of Service**
- **Achieve Navy-wide alignment**

Accordingly, to deliver value to our customers and stakeholders while maintaining alignment with the CNO's priorities, our strategies are both external- and internal-looking. These six strategies are to:

- **Provide an Integrated Capability**
- **Speak with One Voice**
- **Improve Our Processes**
- **Enhance Our Workforce and Workplace**
- **Promote Interoperability and Commonality**
- **Lead C4ISR, IT, and Space Innovation**

Additionally, our efforts must emphasize personnel development to transform advanced technologies into combat capability utilizing best business practices.

Similarly, the priorities of our customers and stakeholders - *our partners* - must be our priorities. We will reach out to our customers and stakeholders and update them on our progress in helping them achieve their goals and objectives. We will jointly explore means to meet or exceed expectations.

*THIS IS OUR COMPASS -
STEER BY IT!*

The SPAWAR Corporation manages over \$4.5 billion in fiscal resources and is made up of the following components:

- **SPAWAR Headquarters, San Diego, CA**
- **Systems Center Charleston, SC**
- **Systems Center Chesapeake, VA**
- **Systems Center San Diego, CA**
- **Space Field Activity, Chantilly, VA**
- **Information Technology Center, New Orleans, LA**



The Corporation has over 7800 employees, which includes over 500 Reservists distributed in 21 Reserve units across the country. In partnership with Naval Sea Systems Command and Naval Air Systems Command, I expect us to create synergies and deliver value to our customers.

We will measure our performance based on objective, measurable criteria. We will establish and continuously evaluate a balanced set of performance measures - these will serve as success indicators for our strategies. We will manage to our metrics and share them with our customers and stakeholders. Each fiscal year we will issue an Annual Report, which will quantify how we have executed our Strategic Plan.

I will consider this plan a success when we provide our customers with the following:

- **Effective, integrated capability on schedule and at an affordable price**
- **Fully-supported products**
- **Dependable service from a forward-thinking, trusted agent**

On the back of this page, I have included our guiding principles - **The Rules of the Net**. I believe these rules represent the essence of who we are and how we'll work together in the future.

I cannot reiterate enough that this Strategic Plan must be an integral part of our day-to-day work. The philosophy and direction of the Strategic Plan must be ingrained into the thinking and actions of every member of the Corporation. This plan sets the course for our future - let it be your guide to action. I will hold myself, and the Corporation, responsible to this document.

RADM Ken Slaght
August 2001

“In our business the network is everything.”

“Accordingly we need to establish some rules for how we operate “in the net”. These rules of the net signify a new way of engaging with each other - our customer the Fleet, our stakeholders- and with each other.”

- Rear Admiral Ken Slaght

1 - Earn trust

- Keep your promises
- This is a quality that cannot be acquired - it must be earned

2 - Build on integrity

- Honor, courage, and commitment
- Accountability
- Self-knowledge - know your strengths and weaknesses - never lie to yourself
- Candor - dedication to honest thoughts and actions - recognize the legitimacy of different opinions
- Maturity - achieve through dedication, observation, and working with and through others successfully and honestly

3 - Be part of a team

- Team with all parts of SPAWAR to improve our product
- Serve each others' needs
- There are no boundaries - have the self confidence to involve the customer and stakeholders

4 - Think

- Use a process driven approach to problem solving
- Recognize that everything is part of a system
- Innovate and learn - always

5 - Be agile - by combining core competencies we can:

- Undertake more complex or larger tasks
- Exploit new trends faster
- Increase speed by having teams work concurrently
- Manage risk
- Lower costs by sharing infrastructure

6 - Share information

- Exploit the power base of information – zero tolerance for holding information
- Ask questions until all are on the same sheet of music
- Communication is the key to success

7 - The Fleet defines a job well done

- Anticipate what the Fleet considers value
- If we do not satisfy the Fleet's requirements, someone else will

8 - Set stretch goals

- Balance risk and speed
- Use results oriented plans, not success oriented plans
- Reward progress
- Understand accountability and commitment

9 - See change as opportunity, not threat

- Believe you can change the world
- Change eliminates complacency
- Change breeds new ideas
- Change creates imagination

10 - Have a passion for excellence

- Love what you do
- Hate bureaucracy (challenge rules or processes that slow execution or fail to add value)
- Systematically reexamine, update and streamline processes
- Initiate planned abandonment regularly by asking, “If we knew what we know now, would we have initiated this program, product or organizational structure?”

11 - Enjoy the journey - if we're not having fun then we're not doing it right!